

"AIRFRAME ANALYZERS" ABSTRACT

42 AIR BASE WING

PROCESS ACTION TEAM

The 42d Logistics Support Squadron's mission is to provide quality goods and services to all supported DoD and Federal agencies. A key element of the 42 LSS Supply Flight is timely issue and delivery of quality customer service and supplies. The flight's key processes are issue systems, inventory control, fuels systems, material storage, and customer services.

In July 1993, the organization realigned under Air Education and Training Command (AETC). One of AETC's key supply operations measurement areas is the issue effectiveness rate. This rate measures the percentage of parts/supplies available on stockroom shelves at the exact moment of a customers request in ratio to the total number of requests received. While reviewing monthly issue effectiveness rate statistics for Maxwell AFB, supply management personnel noted the 65 percent rate standard was met only once in the previous 8 months.

The Chief of Supply gathered functional managers from throughout the Supply Flight to examine the process and determine what areas were causing the low rates. The supply functional managers collected, categorized, and analyzed 7 months of data to determine factors contributing to the relatively high rate of parts non-availability. The group determined that the high number of unanticipated demand for items not normally stocked on warehouse shelves was the key factor linked to the low issue effectiveness rates. The group further deduced that 70 percent of all unanticipated demands originated from supported maintenance organizations.

Analysis results were upchanneled all the way to the AETC Commander. The AETC Commander was extremely concerned at the high percent of unanticipated demands experienced for C- 1 3 OH aircraft parts requests.

The 42d Logistics Group Commander shared this concern and co-sponsored, along with the 908th Airlift Wing Commander, a Process Action Team to target areas for improvement. The sponsors named the 42d Logistics Support Squadron Commander as the process owner.

The 42 LSS commander chartered the PAT to improve/sustain the issue effectiveness rate between 70 and 75 percent. The sponsors and process owner deemed it critical to include on the team the functional experts from aircraft maintenance and supply elements directly involved in daily operations supporting the movement of parts and supplies between the two organizations.

The team convened its first meeting in December 1993. They held weekly 1 -hour meetings during the first 2 months. Less frequent meetings were subsequently held during the 120-day test period from 24 Feb - 27 Jun 94.

The team defined their process by using the supply series manual and examined the process factors to determine their boundaries. The team determined they had almost complete control of each factor.

The team baselined the process by using data showing due-out cause code breakouts. The codes represented "unanticipated demands", the focus of the team's improvement efforts. They subsequently charted and tracked the percentages of unanticipated demands and issue effectiveness rates. The team also prioritized a list of resultant factors from a cause and effect diagram which determined root causes of-

- Lack of training/education
- Infrequent demands
- Improper use of demand codes

Pre-testing was accomplished successfully prior to full scale implementation of the action plan. Results were checked after a 120-test period. It was found that issue effectiveness rates increased to an average 74.1 percent and target rates were met in 7 of 8 months. Additionally, the percentage of unanticipated demands decreased from 70 to 37 percent.

The team succeeded in **fulfilling** their charter and was decommissioned in August 1994. Although decommissioned, the issue effectiveness rate is continuously monitored by a natural working group and remains above the AETC goal.

Coordinator: Glenda Howard
DSN: 493-6373
FAX: 493-5452